

**BY ORDER OF THE
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE ACADEMY
INSTRUCTION 36-3102**

17 JUNE 2002

Personnel

**USAF ACADEMY GIFTS AND MEMORIALS
BOARD**



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFD 36-31, *Personal Affairs*, and references AFI 36-3108, *Memorialization Program and Ceremonies*, by establishing the USAF Academy Gifts and Memorials Board, its organization, responsibilities, and operating procedures and provides general guidance that the Gifts and Memorials Board uses to evaluate requests for memorials and major gifts; and references AFI 51-601, *Gifts to the Department of the Air Force*, and USAFA Supplement 1 to AFI 51-601; AFI 32-9001, *Acquisition of Real Property*; AFI 32-9004, *Disposal of Real Property*; AFH 32-9007, *Managing Air Force Real Property*; AFI 84-103, *Museum System*; USAFAI 84-103, *USAF Display Aircraft Program*; USAFAI 36-2809, *USAF Academy Cadet Awards Program*; AFD 36-28, *Awards and Decorations Programs*; AFI 36-2805, *Special Trophies and Awards*; USAFA Supplement 1; and O-Plan 7-02, *Cemetery Memorial Wall Plaque Dedication Ceremonies*. It applies to all USAF Academy agencies and to other organizations and individuals who offer gifts or seek memorialization.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

1. USAF Academy Gifts and Memorials Board:

1.1. Objective. The Gifts and Memorials Board advises the Superintendent (HQ USAFA/CC) on all aspects of memorialization and acceptance of major gifts at the USAF Academy. It establishes procedures (subject to HQ USAFA/CC approval), develops and coordinates guidelines for evaluating memorial and major gift proposals consistently, and recommends to the HQ USAFA/CC those items that merit acceptance or placement at the Academy. The Gifts and Memorials Board ensures consistency and adherence to long-term Academy goals by carefully examining all memorializations and major gifts in light of precedent and future impact upon the USAF Academy.

1.2. Purpose. Because memorialization and major gift acceptance at the USAF Academy concern all members of the Air Force, the Gifts and Memorials Board operates on the premise that acceptance of proposed memorials and major gifts must be founded on principle, history, and merit rather than on personality or emotion. Memorials and major gifts should enhance the USAF Academy's mission in a discernable way. The institutional perspective should dominate Gifts and Memorials Board deliberations to ensure that all authorized memorials and major gifts blend with and become part of the Academy. The Board fully uses the expertise of all USAF Academy organizations in its decision-making process. Except as specified in AFI 36-3108, *Memorialization Program and Ceremonies*, and AFI 51-601, *Gifts to the Department of the Air Force*, the HQ USAFA/CC is the final approval authority for accepting any memorial or major gift at the USAF Academy.

1.3. Responsibilities:

1.3.1. Meetings. The Gifts and Memorials Board meets at least quarterly or at the call of the Chairperson to consider memorial and major gift proposals and must have a quorum of five voting members.

1.3.1.1. Official Approval. HQ USAFA/CC's approval of meeting minutes constitutes official USAF Academy endorsement of the recommended procedures, positions, or actions contained therein.

1.3.1.2. Records. The Development and Alumni Programs Division (HQ USAFA/XPA) serves as the office of record for the Gifts and Memorials Board by maintaining copies of all minutes and attendant memorial or major gift case files.

1.3.1.3. Submitting Business to the Gifts and Memorials Board:

1.3.1.3.1. Originators send routine matter, in writing, to the Secretary of the Gifts and Memorials Board (HQ USAFA/XPAG) for inclusion as agenda items for the next Gifts and Memorials Board meeting. The originator develops the item in sufficient detail with justification and background information to enable the Gifts and Memorials Board to make an informed decision.

1.3.1.3.2. Verbal justifications/personal appearances by individuals/organizations are not permitted.

1.3.1.3.3. The Secretary may refer urgent business between meetings to the Chairperson. The Chairperson may conduct an e-mail or telephone vote to obtain an immediate consensus from voting members. Majority of a quorum vote is required for the Chairperson to forward the recommendation to the HQ USAFA/CC. The Chairperson reports the results of any action taken to the members at the next meeting and enters the action as part of the permanent record.

1.4. Gifts and Memorials Board Composition:

1.4.1. The Gifts and Memorials Board consists of a chairperson, a nonvoting secretary, and eight primary voting members. Ten (nonvoting) advisors from various staffs and agencies also attend Board meetings.

1.4.1.1. The Director of Plans and Programs (HQ USAFA/XP) chairs the Gifts and Memorials Board, conducts the order of business, takes votes of the members, assigns a project manager to oversee acquisition of memorials and major gifts, and provides overall direction to pending

issues. The Chairperson may also act on urgent or expedient matters between scheduled meetings and has the authority to task other Board members.

1.4.1.2. HQ USAFA/XPA provides the nonvoting Secretary of the Board. The Secretary supports the Gifts and Memorials Board administratively with agendas, minutes, and followup actions. The Secretary maintains records, communicates with the public and USAF Academy members on memorial and major gift issues, and completes other duties as directed by the Chairperson.

1.4.1.3. Primary members of the Gifts and Memorials Board, appointed by the HQ USAFA/CC, are Vice Commander of the 34th Training Wing (34 TRW/CV), Vice Dean of Faculty (HQ USAFA/DFV), Vice Director of Athletics (HQ USAFA/AHV), Vice Commander of the 10th Air Base Wing (10 ABW/CV), Director of Admissions (HQ USAFA/RR), Commander of the USAFA Preparatory School (HQ USAFA/PL), Chief of the Development and Alumni Programs Division (HQ USAFA/XPA), and Chairman of the Cadet Awards Council. At the direction of the Chairperson, these members staff the feasibility of a memorial or major gift and details of its placement and construction. They serve on subcommittees, report on the status of given projects, and perform other duties as assigned.

1.4.1.4. Representatives from the Command Chaplain (HQ USAFA/HC), Directorate of Public Affairs (HQ USAFA/PA), Staff Judge Advocate (HQ USAFA/JA), Command Historian (HQ USAFA/HO), USAF Academy Library (HQ USAFA/DFSEL), 10th Civil Engineer Squadron (10 CES), 10th Air Base Wing Logistics (10 ABW/LG), the Historical Properties Manager (HQ USAFA/XPAG), Command Architect (10 CES), and the Association of Graduates (AOG) may attend meetings to advise Board on matters within their expertise.

1.4.1.5. The Chairperson may assign a project manager to oversee completion of all memorials or major gift proposals if appropriate. The project manager may be assigned from any USAFA organization to coordinate tasks assigned by the Gifts and Memorials Board.

1.4.1.5.1. The project manager will ensure coordination with necessary USAF Academy agencies and timely completion of the following as applicable: design, costing, and construction. 10 CES will be responsible for providing structural analysis, load analysis, environmental assessment, etc., to the project manager and the Gifts and Memorials Board. HQ USAFA/XPA will ensure an appropriate recognition event is conducted, identify maintenance concerns to 10 CES, and provide continuing stewardship.

2. Gift Opportunities. In many instances, federal dollars are not enough to provide for the “extra margin of excellence” the USAF Academy seeks to commission young men and women with impeccable character. The HQ USAFA/XPA will publish the USAF Academy Gift Opportunities publication annually to identify items that are appropriate to receive donor funds.

2.1. The Gift Opportunities publication identifies giving opportunities in each pillar (academic, admissions, athletic, character, military leadership, and heritage) as well as for institutional advancement, capital projects, endowment proposals, and class gifts/memorialization opportunities.

2.2. In August of each year, HQ USAFA/XPA will query 34 TRW, HQ USAFA/DF, HQ USAFA/AH, 10 ABW, HQ USAFA/PL, HQ USAFA/RR, HQ USAFA/HC, and HQ USAFA/PA for submissions to the Gift Opportunities publication.

2.3. At the beginning of each calendar year, HQ USAFA/XP will chair a meeting to prioritize submissions with members of the Gifts and Memorials Board; HQ USAFA/CV; representatives from HQ USAFA/HC and HQ USAFA/JA; and the Secretary of the Gifts and Memorials Board.

2.4. HQ USAFA/XPA will prepare a final draft of the Gift Opportunities publication, coordinate it through HQ USAFA/JA, and submit to HQ USAFA/CC. HQ USAFA/CC is the final approval authority for the Gift Opportunities publication.

2.5. Once published, HQ USAFA/XPA will distribute the Gift Opportunities publication to USAF Academy agencies and supporting foundations/organizations.

3. Naming Policy:

3.1. Government Funded Buildings, Streets, and Facilities. The USAF Academy operates under a self-imposed moratorium established in 1987 for naming all government-funded buildings, streets, and facilities. The moratorium dictates that memorialization of individuals by naming a government-funded building, street, or facility will be considered every 25 years on the occasion of the quarter century anniversary of the establishment of the USAF Academy (2004, 2029, 2054, etc.) Priority in naming government-funded buildings, streets, or facilities should be given to USAF Academy graduates who have made significant and lasting contributions to the USAF Academy, the USAF, or to the Nation.

3.1.1. The Secretary of the Gifts and Memorials Board is responsible for accepting proposals for memorialization for government funded buildings, streets, and facilities (recreational and medical). Proposals will be maintained in HQ USAFA/XPA and presented to the Gifts and Memorials Board 1 year prior to each quarter century anniversary.

3.1.2. HQ USAFA/CC must approve exceptions to the moratorium. Those exceptions will then be processed in accordance with AFI 36-3108.

3.1.3. In accordance with AFI 36-3108, final authority to name a government funded building, street, or facility in honor of a living Air Force member or Department of the Air Force civilian or a living or deceased private sector individual is the Chief of Staff of the Air Force (CSAF). Final authority to name a government funded building, street, or facility in memory of a deceased Air Force or Department of the Air Force civilian is the HQ USAFA/CC.

3.2. Privately Funded Buildings and Facilities. Priority for naming privately funded buildings and facilities will be given to an individual major donor or contributor, if appropriate.

3.2.1. Gift offers for proposed privately funded buildings or facilities will be submitted to HQ USAFA/XPA who will present the proposal to the Gifts and Memorials Board. Gift offers will include the proposed name for the building or facility and documentation as outlined in AFI 36-3108. The Gifts and Memorials Board will recommend to the HQ USAFA/CC acceptance or rejection of the building or facility as named. Upon approval by the HQ USAFA/CC, HQ USAFA/XPA will process the gift offer in accordance with AFI 51-601, *Gifts to the Department of the Air Force*; AFI 32-9001, *Acquisition of Real Property*; and AFI 36-3108.

3.2.2. In accordance with AFI 36-3108, final approval to name a privately funded building or facility in honor of a living Air Force member or Department of the Air Force civilian or a living or deceased private sector individual is the CSAF. Final authority to name a privately funded

building or facility in memory of a deceased Air Force or Department of the Air Force civilian is the HQ USAFA/CC.

3.3. Infrastructure of Buildings and Facilities. Internal areas such as conference rooms, lecture halls, lectinars, hallways, etc., may be named for an individual donor or major contributor. HQ USAFA/XPA, in cooperation with members of the Gifts and Memorials Board, will maintain a list of available naming opportunities.

3.3.1. When an individual makes a major contribution that will benefit the USAF Academy to a supporting foundation or organization, that foundation or organization will submit the naming proposal to the Gifts and Memorials Board along with documentation that the individual has a record of outstanding and honorable service or has made a substantial and lasting contribution of time, talent, or treasure to the USAF Academy. The Gifts and Memorials Board will recommend to the HQ USAFA/CC acceptance or rejection of the naming proposal.

3.3.2. In accordance with AFI 36-3108, final approval to name internal areas of buildings and facilities such as conference rooms, lecture halls, lectinars, hallways, etc., rests with the HQ USAFA/CC.

4. Awards:

4.1. Cadet Awards. USAFAI 36-2809, *USAF Academy Cadet Awards Program*, governs this program. All cadet awards named in honor of an individual will be forwarded to the Gifts and Memorials Board for review and recommendation for approval or disapproval to HQ USAFA/CC who has final approval authority.

4.2. Other Awards. AFD 36-28, *Awards and Decorations Programs*, and AFI 36-2805, *Special Trophies and Awards*, USAFA Supplement 1, provide guidance for other awards. All local awards named in honor of an individual will be forwarded to the Gifts and Memorials Board for review and recommendation to HQ USAFA/CC who has final approval authority.

5. Major Gifts:

5.1. Acceptance. HQ USAFA/XPA will process acceptance or rejection of all major gifts offered to the USAF Academy in accordance with AFI 51-601, and USAFA Supplement 1. HQ USAFA/JA will review all offers of gifts prior to official acceptance.

5.1.1. Monetary Gifts. The Gifts and Memorials Board will review unconditional and conditional monetary offers of gifts over \$100,000 prior to official acceptance of gift. The Gifts and Memorials Board will recommend use of gift to the HQ USAFA/CC. First priority for funding will be towards items on the Gift Opportunities publication.

5.1.2. Tangible Gifts. Tangible gift offers valued at over \$100,000 will be reviewed by the Gifts and Memorials Board prior to official acceptance of the gift. Tangible gifts will be accepted on the basis of their historical significance to the United States Air Force, USAF Academy, USAF Academy graduates, or be of current use to the USAF Academy community.

5.1.2.1. Tangible gifts for display at the Air Force Academy will respect the natural and man-made landscape of the Air Force Academy as a precious resource for future generations of cadets and the American public at large.

5.1.2.2. Displays will be exhibited with respect to their theme and the existing environment to

enhance the overall understanding of the display and to place each in a meaningful location in relation to other displays and to the Academy campus. See paragraph 8., Placing Policy.

5.1.2.3. The Gifts and Memorials Board will adhere to the following general guidelines for acceptance of items for display:

5.1.2.3.1. Support the mission of the USAF Academy.

5.1.2.3.2. Benefit cadets and cadet candidates.

5.1.2.3.3. Serve to further the core values of integrity, service, and excellence.

5.1.2.3.4. Be appropriate to the setting for which it is proposed.

5.1.2.3.5. Offer greater benefit to the USAF Academy than to the donor. Per AFI 51-601, a gift may be rejected if the cost of acceptance and maintenance is disproportionate to any benefit derived from it.

5.1.2.3.6. Be in good taste and compatible with USAF Academy design and architectural standards.

5.1.2.3.7. Be accompanied by an appropriate maintenance fee (10 percent of the value of the gift).

5.1.2.3.8. Be agreed to by the donor, at the sole discretion of the USAF Academy, that the item may be deaccessioned from the USAF Academy collection or moved to another location at the end of its' display life. The Gifts and Memorials Board will propose an alternate location for approval by the HQ USAFA/CC. HQ USAFA/XPA is responsible for notifying the donor of action taken.

5.1.2.4. The Gifts and Memorials Board must consider the acceptance and/or display of the following classifications:

5.1.2.4.1. Statues.

5.1.2.4.2. Busts.

5.1.2.4.3. Sculptures, defined as figurative or abstract three-dimensional works.

5.1.2.4.4. Outdoor plaques, defined as bronze placards with written inscriptions.

5.1.2.4.5. Static display aircraft or spacecraft.

5.1.2.4.6. Memorial benches.

5.1.2.4.7. Memorial walls.

5.1.2.4.8. Water fountains.

5.1.2.4.9. Portraits, paintings, prints, placards, indoor plaques, uniforms, memorabilia, videos, interactive displays, etc., and other items that are generally displayed in indoor locations or are of minimal value are beyond the scope of this policy.

5.1.3. Real Property. Real property gift offers valued at over \$10,000 will be reviewed by the Gifts and Memorials Board prior to official acceptance of the gift. Real property gift offers will be processed in accordance with AFI 51-601 and USAFA Supplement 1, and AFI 32-9001.

5.1.4. Gifts in Kind. Gifts in Kind (e.g., a service or product) offers valued at over \$100,000 will be reviewed by the Gifts and Memorials Board prior to official acceptance of the gift.

6. Memorials. A memorial is the recognition of an individual or a group that provides lasting honor and pays tribute to deceased as well as living military and civilian personnel with records of outstanding and honorable service.

6.1. The Acceptability for Installation and Display of a Memorial at the USAF Academy Include the Following:

- 6.1.1. Useful and inspirational value to the Cadet Wing.
- 6.1.2. Physical and aesthetic enhancement of the USAF Academy.
- 6.1.3. Contribution to the heritage of the USAF Academy.
- 6.1.4. Recognition of accomplishments and contributions to the USAF Academy, the Air Force, and the Nation.
- 6.1.5. Documented acts of heroism by USAF Academy graduates, Air Force leaders, or air-related units.
- 6.1.6. Pioneering achievement in the development of aerospace power.
- 6.1.7. Consideration of precedents and probable future impact on the USAF Academy.

6.2. Memorialization Opportunities:

6.2.1. Graduate War Memorial is located at the north end of the Air Garden. In accordance with existing agreements, the Board of Directors of the Association of Graduates nominates the names of graduates to be placed on the Graduate War Memorial wall. HQ USAFA/XPA will contract for and bear the cost of engraving the names on the wall. The following individuals are eligible to be memorialized on the wall:

- 6.2.1.1. Graduates killed in direct hostile action.
- 6.2.1.2. Graduates killed within an area of conflict as the result of an incident that is in direct support of the activities therein.
- 6.2.1.3. Graduates killed outside an area of conflict while directly supporting the activities within that area of conflict will be considered on an individual basis.

6.2.2. USAF Academy POW Memorial is located at the north end of the Air Garden. USAF Academy graduates who were prisoners of war are eligible to be memorialized on this wall. HQ USAFA/XPA will contract for and bear the cost for the engraving.

6.2.3. Cadet/Graduate Rolls of Honor are located near the entrance to the Cadet Catholic Chapel. HQ USAFA/XPA will contract for and bear the cost for the engraving.

6.2.4. Officer/NCO Rolls of Honor are located around the base of the Cadet Chapel. These plaques recognize deceased active duty, retired, or honorably discharged Air Force officers and noncommissioned officers who were not graduates of the USAF Academy. Once the existing plaques are full, this recognition will no longer be offered.

6.2.5. The Memorial Tree Grove planted in honor of deceased graduates is located on the walkway between Doolittle Hall and the Officers' Club. This recognition is no longer offered.

6.2.6. Cadet Honor Court memorial area provides heritage and inspiration to the Cadet Wing. It is intended for all United States air-related units to remember individuals or large groups of people who served this Nation during periods of conflict by placement of a plaque, statue, or memorial bench. Individuals may be honored by placement of a bust or memorial bench in the areas adjacent to Arnold Hall on the Honor Court level.

6.2.7. Cemetery Memorial Wall program allows United States air-related units to recognize their members by placement of an organization plaque on the wall. Memorials to individuals are not permitted. Plaques will be added until the walls are full; future plaques may be displayed on the low walls adjacent to Arnold Hall.

6.3. Acceptance and Dedication Ceremonies. Acceptance and dedication ceremonies for memorials, static displays, statues, busts, etc., will be conducted in accordance with USAFA O-Plan 7-02, *USAFA Cemetery Memorial Wall Plaque Dedication Ceremonies*. HQ USAFA/XPA will act as overall coordinator for such ceremonies.

7. Aircraft Static Displays:

7.1. Acceptance:

7.1.1. Aircraft for static display at the Academy will be accepted and controlled in accordance with USAFI 84-103, *USAF Heritage Program*.

7.1.2. Proposals from a private organization to place a static display at the USAF Academy will be reviewed by the Gifts and Memorials Board to consider the significance to the USAF Academy, to its graduates, or cadets. The Gifts and Memorials Board will make a recommendation for approval or disapproval to the HQ USAFA/CC who has final approval authority for acceptance of static displays.

7.1.3. Donations of static display aircraft by private organizations or individuals will be coordinated with the USAF Museum, Wright-Patterson AFB OH. All static display aircraft are accessioned into the USAF Heritage Program.

7.2. Installation/Maintenance:

7.2.1. The USAF Academy is responsible for all costs of movement and maintenance of aircraft currently on display at the USAF Academy and for any future aircraft the USAF Academy actively pursues for display.

7.2.2. Private organizations or individuals that request or donate a static display will be responsible for all costs associated with the installation and lifetime maintenance of the air or space craft.

7.3. Placement:

7.3.1. All static displays will be located on USAF Academy grounds in accordance with paragraph 8.

7.3.2. The 10 CEG will coordinate all static display proposals for engineering support (structural analysis, load analysis, environmental assessment, etc.) with other appropriate agencies and present that information to the Board before final approval.

8. Monument, Memorial, and Static Display Placement Policy:

8.1. Establishment of Location Zones. The USAF Academy will be divided into “Location Zones” for the purpose of installation and display of all monuments, memorials, static aircraft, etc.

8.1.1. The Cadet Area Zone. The Cadet Area Zone is defined as the outdoor areas of Fairchild Hall, Fairchild Hall Annex, Vandenberg Hall, Sijan Hall, Mitchell Hall, the Air Gardens, terrazzo, and lawn area. The zone is accessible to cadets, USAF Academy staff and employees, and escorted visitors. It is not open to the general public. Displays in this zone should serve to inspire and educate cadets and preserve Academy heritage.

8.1.1.1. Displays in the Cadet Area Zone should meet at least one of the following criteria:

8.1.1.1.1. Exemplify the valor and meritorious leadership of graduates.

8.1.1.1.2. Communicate the principles of integrity, service, and excellence.

8.1.1.1.3. Showcase the value of excellence and extraordinary achievements of cadets and graduates.

8.1.1.1.4. Contribute to the preservation of USAF Academy and Air Force heritage.

8.1.1.2. Cadet Area Sub Zones:

8.1.1.2.1. Fairchild Hall and Fairchild Hall Annex Courtyards are areas designed specifically for sculptures, statues, and benches that will inspire and educate cadets.

8.1.1.2.2. Vandenberg and Sijan Hall Courtyards are areas designed specifically for sculptures, statues, and benches that will inspire and educate cadets.

8.1.1.2.3. The War Memorial Wall will be inscribed with the names of graduates who have lost their lives in direct hostile action or within an area of conflict as the result of an incident that is in direct support of the activities therein. Those graduates who lost their lives outside an area of conflict while directly supporting activities within that area of conflict will be considered on an individual basis.

8.1.1.2.4. The POW Memorial Wall will be inscribed with the names of graduates who served their country honorably under the most difficult of circumstances.

8.1.1.2.5. Cadet Area Retaining Walls are an integral part of the overall composition of the Air Force Academy. Memorials located on these retaining walls will be in accordance with the following criteria:

8.1.1.2.5.1. Only class crests will be allowed on the Class Wall (east retaining wall adjacent to Cadet Chapel).

8.1.1.2.5.2. Only plaques and inscriptions relating to cadets and graduates will be allowed on the other retaining walls of the Cadet Area Zone.

8.1.1.2.6. The Air Garden area is designed to be an integral and contributing component of the overall Cadet Area environment. Displays located within the precinct of the Air Garden will be coordinated with the landscape design of the Air Garden and will meet the following criteria:

8.1.1.2.6.1. Only cadet/graduate related plaques may be installed within the Air Garden.

8.1.1.2.6.2. The existing Eagle and Fledglings sculpture, Risner statue/Graduate POW

walls, War Memorial, and flagpole are an integral, historical part of the Air Garden and are exempt from these guidelines.

8.1.1.2.7. The Cadet Lawn area will remain as an uninterrupted green open space. Displays on the lawn will meet the following criteria:

8.1.1.2.7.1. No more than four aircraft, spacecraft, or other flight-related objects will be allowed.

8.1.1.2.7.2. The aircraft on display will have significant attachment or relevance to USAF Academy cadets/graduates.

8.1.1.2.7.3. Spirit Hill is included in this area and will remain a point of interest and part of USAF Academy heritage.

8.1.2. The Cadet/Visitor Zone. The Cadet/Visitor Zone is defined as the area surrounding the Cadet Chapel, Honor Court, Harmon Hall, Arnold Hall, Planetarium, and Visitors Center and Visitors Center Trail. The zone is accessible to the general public during normal Force Protection status. The Cadet/Visitor Zone is accessible to cadets, USAF Academy staff and employees, valid and current DOD ID cardholders, and escorted visitors during moderate increased security awareness. This zone is accessible only to cadets and USAF Academy staff and employees during heightened Force Protection conditions.

8.1.2.1. Displays in the Cadet/Visitor Zone should meet at least two of the following criteria:

8.1.2.1.1. Convey the role of the Air Force in preserving the democracy of the United States.

8.1.2.1.2. Showcase the dedication and sacrifices of Air Force leaders and USAF Academy graduates and staff members to the preservation of peace for the Nation.

8.1.2.1.3. Honor deceased Air Force military and civilian personnel.

8.1.2.1.4. Communicate the role and mission of the USAF Academy in preparing Air Force leaders in the defense of the democracy.

8.1.2.1.5. Honor the sacrifices of USAF or other DoD organizations.

8.1.2.2. Cadet/Visitor Sub Zones:

8.1.2.2.1. The Cadet Chapel is an area to honor deceased cadets and graduates.

8.1.2.2.1.1. Roll of Honor plaques to honor deceased cadets and graduates who lost their lives while on active duty may be placed near the entrance to the Catholic Chapel and at other exterior locations surrounding the Chapel.

8.1.2.2.1.2. Honor plaques currently in place memorializing deceased active duty, retired, or honorably discharged Air Force officers and noncommissioned officers who were not graduates of the USAF Academy are located around the base of the Cadet Chapel. Additional plaques will not be authorized.

8.1.2.2.2. The Honor Court is itself an integral and contributing component of the overall Cadet Area environment. Displays located in the Honor Court will capture Air Force heritage and should meet the following criteria:

8.1.2.2.2.1. Only plaques, memorial benches, bronze statues, and sculptures commem-

orating pre-Air Force Academy heritage will be displayed in the Honor Court.

8.1.2.2.2.2. The installation of bronze statues will be limited to the “grove” area.

8.1.2.2.2.3. The remainder of the area will remain uncluttered to provide an aesthetic approach to the terrazzo and Chapel.

8.1.2.2.3. Area surrounding Arnold Hall on the second level should capture the heritage of the Air Force and the USAF Academy. It will also serve as an overlook of the athletic fields, athletic facilities, Vandenberg Hall, and the terrazzo. Displays within this area should meet the following criteria:

8.1.2.2.3.1. The area located north of the Honor Court will be designated for memorial busts and benches honoring Air Force leaders and USAF Academy graduates.

8.1.2.2.3.2. The low wall area on the east side of the Honor Court may be used for unit memorial plaques.

8.1.2.2.3.3. The area outside the ballroom is designated for busts, statues, and benches honoring Air Force leaders and USAF Academy graduates.

8.1.2.2.4. The Visitors Center and Trail are the areas of highest visitor concentration and longest visitor duration. Displays allowed within the area of the Visitors Center and Trail must meet the following criteria:

8.1.2.2.4.1. This area will be designated for plaques, statues, sculptures, and memorial benches honoring Air Force leaders and units, and USAF Academy graduates.

8.1.3. Cadet Athletic Zone. This is defined as the Cadet Gymnasium, Cadet Field House, and Falcon Stadium. The zone is accessible to the general public during normal Force Protection status. The Cadet Athletic Zone is accessible to cadets, USAF Academy staff and employees, valid and current DOD ID cardholders, and escorted visitors during moderate increased security awareness. This zone, with exception to Falcon Stadium, is accessible only to cadets and USAF Academy staff and employees during heightened Force Protection conditions.

8.1.3.1. The Cadet Athletic Zone is the proving grounds where all cadets are challenged mentally and physically in realistic leadership experiences. Thus, the purpose of displays located around the athletic facilities should primarily focus on the warrior-athletic and scholar-athlete.

8.1.3.1.1. Plaques, inscriptions, memorial benches, statues, and sculptures should provide inspiration and education to cadets and the general public on graduate warrior-athletes and scholar-athletes and significant accomplishments of staff and coaches.

8.1.3.2. Falcon Stadium Zone is a focal point for Falcon football each fall and for graduation in the spring.

8.1.3.2.1. The purpose of displays located in and around the stadium should primarily focus on the warrior-athlete, scholar-athlete, and inspirational leaders (coaches and staff) of the football program.

8.1.3.2.2. Plaques, inscriptions, statues, sculptures, and memorial benches should inspire and educate to cadets and the general public and must have some relevance to the USAF Academy Athletic Program.

8.1.3.2.3. Donor plaques currently displayed in Falcon Stadium will remain as displayed.

8.1.4. The Visitor Zone. This is defined as the primary arrival routes and gateways for visitors to the Air Force Academy, i.e., South Gate Boulevard, Academy Drive, and North Gate Boulevard. Purpose of displays in the Visitor Zone is to capture the heritage of the Air Force and the Academy and explain the role and mission of the USAF Academy in preparing leaders in the defense of democracy.

8.1.4.1. Displays along the Visitor Zone will be limited and will meet the following criteria:

8.1.4.1.1. Only plaques, memorial benches, and static display aircraft will be allowed in overlook areas.

8.1.4.1.2. The airpark located at the intersection of North Gate Boulevard and Stadium Boulevard is designed for large aircraft, i.e., B-52, C-130, C-141, C-135, etc., plaques, and memorial benches.

8.1.4.1.3. The airpark located on South Gate Boulevard is designed for smaller aircraft, i.e., T-38, A-10, etc.

8.1.4.1.4. The aircraft on display should have significant attachment to the USAF Academy.

8.1.5. The Cemetery Zone. The cemetery is the most hallowed ground on the USAF Academy. The installation of monuments and memorials must be sensitively handled to bestow dignity on those buried there and support the delicate balance between the gravesites and the surrounding natural environment.

8.1.5.1. Following guidelines apply:

8.1.5.1.1. The existing walls, plaques, and monuments will remain as displayed.

8.1.5.1.2. Additional plaques will be added until the walls are full; future plaques will be displayed on the low walls around Arnold Hall.

8.1.5.1.3. Only plaques and memorial benches will be added once the walls are full.

8.1.5.1.4. Buildings are to be limited to an interment facility and columbaria.

8.1.6. Golf Course Zone. Eisenhower Golf Course is one of the premier courses along the Front Range open to cadets, USAF Academy staff, active duty/retired military, and guests.

8.1.6.1. Memorials within the golf course will be consistent with the original design of the course and be limited to plaques, memorial benches, and water fountains.

8.1.7. The AOG/Officers' Club/VOQ Zone. The Association of Graduates/Officers' Club, and Visiting Officers Quarters Zone receives USAF Academy graduates and visitors. This area is an appropriate location for commemorating Air Force personnel and organizations and USAF Academy graduates.

8.1.7.1. Displays located with this zone will meet the following criteria:

8.1.7.1.1. Plaques, inscriptions, statues, busts, paver stones, sculptures, and memorial benches are allowed within the VOG/Officers' Club, Visiting Officers Quarters Zone.

8.1.7.1.2. Displays that commemorate significant events of Air Force organizations are also encouraged.

8.1.8. The Community Center/ USAF Academy Preparatory School Zone:

8.1.8.1. Displays located within this area should inspire and educate cadet candidates and the general public.

8.1.8.1.1. Plaques, inscriptions, statues, sculptures, and memorial benches are allowed.

8.1.8.1.2. No more than one aircraft will be displayed at the USAF Academy Preparatory School.

8.1.9. The Airfield Zone. This is the area surrounding the Academy Airfield and flight operations buildings. It should showcase Air Force aircraft that inspire and educate cadets.

8.1.9.1. The following guidelines apply:

8.1.9.1.1. The aircraft on display should have significant attachment to USAF Academy.

8.1.9.1.2. Plaques, inscriptions, statues, sculptures, and memorial benches are allowed.

8.2. Placement Policy. This policy is based on the Nov 66 USAF Academy Monuments and Memorials Master Plan developed by Skidmore, Owings, and Merrill LLP in cooperation with Charles William and Associates, and purchased by 10ABW.

9. Deassestion Policy:

9.1. In cases where maintenance of gift properties reviewed and recommended for acceptance by the Board is prohibitive, the Gifts and Memorials Board will be notified and will recommend through the Board minutes final disposition of those properties to the HQ USAFA/CC. Upon HQ USAFA/CC approval of the Board minutes, HQ USAFA/XPA will coordinate disposition in accordance with USAFI 32-9004, *Disposition of Real Property*, and/or USAFI 84-103, if appropriate.

9.2. Deassestion of all historical property will be conducted by HQ USAFA/XPA in accordance with USAFI 84-103.

9.3. Deassestion of all memorabilia (i.e., plaques, posters, gifts of minimal value) will be conducted at the discretion of HQ USAFA/XPA.

10. Recognition Policy. Individuals who contribute a significant gift (\$50,000 and above) to benefit the USAF Academy will be recognized by placing their name on a plaque at a location recommended by the Gifts and Memorials Board and approved by the HQ USAFA/CC. Individuals for whom a building, facility, or interior facility is named will be recognized in accordance with signage standards outlined in the *USAFA Design Standards Guidelines* maintained by 10 CES.

11. Stewardship. The purpose of this program is to sustain the confidence of donors and prospective donors to the USAF Academy. Stewardship should involve staff, faculty, and cadets.

11.1. Donor Relations:

11.1.1. Acceptance/Thanks. All gifts to the USAF Academy are accepted in accordance with AFI 51-601 and USAFA Supplement 1.

11.1.1.1. Letters of official acceptance and thanks are sent per set guidance. HQ USAFA/XPA will prepare necessary paperwork for acceptance, coordinate it through HQ USAFA/JA, and forward letters of official acceptance and thanks to the donor.

11.1.1.2. Organizations that directly benefit from the gift will also send a letter to the donor and will publicly recognize the donor as appropriate. All gifts will be acknowledged in a timely and personal manner. Organizations that benefit from the gift will also seek opportunities to publicize the gift, i.e., *Academy Spirit*, *Checkpoints* (for gifts from the Association of Graduates), and other media, and provide the donor an opportunity to participate in programs related to the gift, as appropriate.

11.1.2. Gift Use. Gifts accepted must be used for the purpose for which they were given. If a gift is accepted and it cannot be used for its intended purpose, HQ USAFA/XPA will present the donor with an alternative proposal or give the option of having the gift returned.

11.1.3. Annual Stewardship Report. HQ USAFA/XPA will prepare an annual Stewardship Report at the end of each academic year to provide a brief overview and benefit received for each agency or organization receiving a gift. HQ USAFA/XPA will provide this Stewardship Report to all donors and foundation members.

JAMES W. SPENCER, Colonel, USAF
Director, Plans and Programs